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Organizational matters

Report of the annual session 2011 (6 to 17 June 2011, New York)

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I. Organizational matters

1. The annual session 2011 of the Executive Board of UNDP, UNFPA and UNOPS was held at United Nations Headquarters, New York, from 6 to 17 June 2011.

2. The Executive Board approved the agenda and workplan for its annual session 2011 (DP/2011/L.2), and approved the report of the first regular session 2011 (DP/2011/20).

3. The Executive Board agreed to the following schedule of future sessions of the Executive Board in 2011:

Second regular session 2011: 6 to 9 September 2011.

4. Decisions adopted by the Executive Board at the annual session 2011 were included in document DP/2011/32, accessible at www.undp.org/execbrd.

5. The UNDP Deputy Assistant Administrator and Deputy Director, Partnerships Bureau, informed the Executive Board that UNDP, UNFPA and UNICEF had agreed on a common approach to ensure the continuity of programming in Southern Sudan in the subsequent months following the planned independence and that the three organizations would jointly inform the Executive Board after working out the details.

6. The Executive Board agreed to postpone, from the second regular session 2011 to the first regular session 2012, consideration of the UNDP programming arrangements.

UNDP segment

II. Statement by the Administrator and annual report of the Administrator

7. In her statement to the Executive Board (available on the UNDP website at http://www.beta.undp.org/content/undp/en/home/operations/executive_board/overview.html), the Administrator outlined the agenda for organizational change in the context of the altering development landscape. She highlighted how the work under way would move UNDP from being a good organization to a great one and further improve the organization's ability to deliver concrete development results at the country level. The Administrator stressed the main findings of the midterm review (MTR) of the strategic plan, and the ways in which the internal change agenda would strengthen the work of UNDP. Further, she outlined some of the results UNDP helped deliver in 2010 across the world and in the eight outcome areas of focus in the 2010 results report.

8. The Administrator then spoke of the progress made by UNDP on the United Nations coherence agenda, noting the firm commitment of UNDP to marshal the resources of the United Nations development system to respond more effectively and strategically to development challenges at the country level. In emphasizing the fact that UNDP needed a stable and critical mass of core resources, the Administrator appealed to all partners to increase core contributions for the year 2011, and for the remainder of the current strategic plan.

9. The Administrator noted the importance of strengthening transparency by means of enhancing the organizational disclosure policy and informed the Executive Board that UNDP was on track to adopt the International Public Sector Accounting Standards (IPSAS). In concluding, the Administrator informed the Executive Board of the newly launched UNDP website.

10. Delegations commented on the focus areas reflected in the Administrator's statement, including the agenda for organizational change, the MTR process and the next strategic plan, funding commitments to UNDP and greater information disclosure to enhance transparency, as well as on issues related to the *Human Development Report* and the draft decision that had been tabled on the middle-income countries (MICs).

11. The President of the ECOSOC took the floor and thanked the Administrator for her comprehensive statement outlining the key activities and contributions of UNDP. He expressed support for the MTR process and endorsed the substantive direction set out in the annual report. The issues he touched upon included: the importance of the draft country programme documents (CPDs) and the need for stable and predictable funding to allow UNDP to carry out its development mandates.

12. On change management and organizational reform, a number of delegations welcomed the process as an opportunity for UNDP to critically review the current decentralized and top-heavy set-up and to sharpen UNDP areas of work for transformational change. In this regard, they encouraged strengthening the resident coordinator system and building on the skill sets of both the headquarters staff and country office teams.

13. While acknowledging the progress made in the MTR process, many delegations felt that there was room for further improvement, in particular with regard to the development results framework of the midterm review. In expressing their concern, they stated that more clarity and suggestions for improvement at the strategic level would be required, as the MTR revealed unmet expectations around a number of issues. These included: how UNDP would adjust its strategic focus to reorient its country programmes and incorporate the lessons learned to enhance results on the ground; what the key contributions of UNDP to development were; and how UNDP would improve the reporting of results and performances. The delegations strongly supported the development of a roadmap to guide preparations and consultations for the next strategic plan, which the delegations hoped would clearly establish the strategic positioning of UNDP within the broader development environment.

14. Some other delegations broadly welcomed the MTR and expressed their support for the process while requesting the concerns of the least developed countries (LDCs) to be noted in the course of discussion. On a similar note, a number of delegations stressed the need to revisit the current graduation criteria in light of the special and differentiated needs of the MICs.

15. Some delegations noted the importance of a demand-driven approach to reduce poverty and underscored the need to integrate in the future work programme of UNDP the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011-2020. A number of delegations, however, called on UNDP to remain more focused on areas where UNDP is expected to have a comparative advantage, inter alia, democratic governance and crisis prevention and recovery. Some other delegations stressed the importance of reducing social inequality in the context of combating poverty.

16. Many delegations expressed grave concerns over the continued downward trend of contributions to core resources and called on donor countries to deliver on their commitments to address the imbalance between core and non-core resources. They further stressed the importance of ensuring stable, sizeable and predictable core resources to allow UNDP to effectively deliver on its development mandates.

17. Other delegations, while recognizing the need to sustain stable funding, urged UNDP to diversify its donor base and follow the example of strict budget discipline promoted by the United Nations Secretary-General. In the course of discussion, some delegations took the opportunity to state their commitments to contribute to UNDP core resources in 2011.

18. Delegations who spoke reiterated their explicit support for the disclosure of project- and programme-related internal audit reports to intergovernmental organizations and the Global Fund to Fight AIDS, Tuberculosis and Malaria, irrespective of the size of their contributions. Further, they stressed that those non-state organizations should be granted the same level of access as Member States, provided that confidentiality requirements would be maintained.

19. In stressing the need for addressing the special and differentiated needs of the MICs, many delegations expressed strong support for the draft decision on the MICs tabled by the Latin America and the Caribbean States. Two delegations, while noting past concerns related to the *Human Development Report*, remarked that substantial progress had been made in the consultation process with Member States in the course of drafting the report.

20. The Administrator thanked the delegations for their informative comments and concerns and responded to the issues regarding: the MTR, in particular the comments related to the UNDP contribution to development and the development results framework; the organizational change agenda; the importance of UNDP maintaining its universal presence; and the need to respond to the emerging demand for greater access to internal audit reports. The Associate Administrator further responded to the comments raised with regard to the technical and methodological aspects of the MTR.

21. The Executive Board adopted decision 2011/14 on the midterm review of the UNDP strategic plan, and took note of: the annual report of the Administrator on performance and results for 2010 (DP/2011/22) and its annexes, the report of UNDP on the recommendations of the Joint Inspection Unit in 2010 (DP/2011/22/Add.1) and the statistical annex (DP/2011/22/Add.2).

III. Funding commitments to UNDP

22. The Administrator introduced the item on funding commitments to UNDP, thanking all partners across the board for providing resources to UNDP. She further noted the countries that had maintained or increased funding to UNDP in 2011. The Assistant Administrator and Director, Partnerships Bureau, further elaborated on the current complexities of the funding environment and stressed the importance of providing UNDP with stable, adequate and predictable core resources to ensure that the organization's development mandates are achieved. She outlined UNDP efforts to: expand the donor base; strengthen strategic communications; and develop a more integrated approach to funding and resource mobilization.

23. Two delegations spoke, regretting that UNDP failed to meet the targets set out in the strategic plan for the years 2010 and 2011. One delegation, who also spoke on behalf of a number of delegations, emphasized the principle of sharing the financial responsibilities among all Member States. That delegation further called on UNDP to broaden its donor base and said that UNDP would need to do more with less.

24. Another delegation, in noting the target dates for the Millennium Development Goals (MDGs), encouraged the donor countries to address the continued imbalance between core and non-core resources. The delegation reiterated its funding commitment to core resources in 2011.

25. The Administrator and the Assistant Administrator and Director, Partnerships Bureau, took note of the comments made, and looked forward to receiving continued guidance from the Executive Board.

26. The Executive Board adopted decision 2011/15 on the status of regular funding commitments to UNDP and to its funds and programmes for 2011 and onwards.

IV. Evaluation

27. The Director, Evaluation Office, presented the annual report on evaluation 2010, highlighting the evaluation function in UNDP and the associated funds and programmes, the key findings and lessons learned from independent evaluations, and the proposed programme of work for 2011-2012 of the Evaluation Office.

28. Delegations recognized the improvement in the availability of management responses and in the use of evaluations, and were hopeful that the use of evaluation findings would enhance future management for results. Some delegations, however, expressed concern over the limited progress made on decentralized evaluations in terms of quality, coverage and compliance, and urged UNDP to ensure that robust evaluation plans would form part of the country programmes and that planned evaluations would be carried out. They requested an explanation on management plans for addressing the decline in the number of evaluation specialists.

29. A number of delegations were concerned that none of the outcome evaluations completed in 2010 were highly satisfactory while noting that none of them were highly unsatisfactory. Commenting on the weakness of the programme designs that lacked well-defined results frameworks, they stressed that significant measures would need to be taken to remedy the factual weaknesses. They were surprised to learn that the budget of the Evaluation Office was reduced by 14 per cent from 2009 to 2010, and requested clarification. The delegations were also interested in hearing about the focus areas of the evaluation of the strategic plan scheduled for 2012.

30. Some delegations were particularly interested in the appointment process for the new Director of the Evaluation Office and requested an update on the process. They also looked forward to seeing all future CPDs accompanied by outcome evaluations and management responses issued accordingly for all evaluations and the timely implementation of the management responses.

31. Delegations were pleased with the increase in evaluators from developing countries in independent evaluation teams, and some noted that the Evaluation Office had maintained gender balance in these evaluation teams but had found it difficult to increase

the number of women team leaders. They called for attention to evaluation capacity-building to increase the number of professional women evaluators in developing countries.

32. One delegation, in providing general comments on the evaluation function as a whole, said that duplication of work could be minimized if joint evaluations could be increased at the country level.

33. The Associate Administrator and the Director, Evaluation Office, responded to the comments and reiterated commitment of UNDP to improving the evaluation function with a view to achieving transformational change.

34. The Executive Board adopted decision 2011/16 on the annual report on evaluation (DP/2011/24).

V. Human Development Report

35. In line with Executive Board decision 2011/12, the Administrator provided an oral presentation on the measures taken by UNDP and the Human Development Report Office (HDRO) to ensure the implementation of the recommendations and the guidelines contained in General Assembly resolution 57/264. The Administrator highlighted some key organizational aspects of the HDRO, including the nature of the editorial independence, and reiterated the importance of the *Human Development Report* (HDR) for UNDP. The Director, Human Development Report Office, summarized the consultation process, as well as the process of developing the Report for 2011 (DP/2011/25).

36. Delegations expressed appreciation for the Administrator's oral presentation and commended the efforts made by HDRO to implement the recommendations contained in Executive Board decision 2011/12 and General Assembly resolution 57/264. They welcomed the enhanced consultation process with Member States as well as with the relevant statistical community in order to strengthen the quality and the objectivity of the report. They reiterated the importance of the consultative process in developing future reports. Some delegations conveyed congratulations to the incoming Director of HDRO.

37. One delegation cautioned against using indicators for concepts that had not been unambiguously defined by the intergovernmental community (e.g., human rights). That delegation noted with satisfaction the cooperation between HDRO and its Government to resolve the issues surrounding the national-income estimates and hoped that appropriate solutions could be found for other countries that had been excluded from the 2010 Report. Another delegation welcomed the decision of HDRO to not present new indices on environmental sustainability in the 2011 Report in consideration of the ongoing preparations for the Rio+20 Conference on Sustainable Development.

38. Other delegations, while acknowledging the need for HDRO to engage in dialogue with Member States and with the United Nations Statistical Commission, stressed the importance of ensuring the editorial independence of HDRO.

39. The Associate Administrator thanked delegations for their words of encouragement and reiterated HDRO commitment to engage in dialogue with stakeholders, in particular Member States and the international statistical community.

40. The Executive Board adopted decision 2011/17 on the update on the *Human Development Report*.

VI. UNDP country programmes and related matters

UNDP country programmes

41. The Associate Administrator introduced the item. Following the presentation of 22 draft country programmes, a draft common country programme document (CCPD) and a subregional programme, delegations were invited to comment on them.

42. Delegations whose countries were the subject of the new draft country programmes thanked UNDP for its support and requested the Executive Board to give positive consideration to the draft CPDs before them. In highlighting the key focus areas reflected in the respective draft CPDs, the delegations stressed that the work of the United Nations organizations must complement the respective governments' efforts to achieve sustainable development through the provision of technical assistance and capacity-building in critical areas. Some other delegations stressed that consideration must also be given to the MICs.

43. Other delegations called upon UNDP to strengthen the capacity of the country offices and asked future CPDs to be focused on important cross-cutting issues like mainstreaming gender, strengthening judicial reform, providing electoral support and responding to climate change. They also noted the weakness in results frameworks that would lead to difficulty in results reporting and results-based management, and suggested that UNDP develop a more comprehensive results chain and include more information on risk analysis and risk mitigation.

44. One delegation wondered if UNDP was stretching across too many programme areas given the capacities and mandates of the country offices. The delegation added that an alternative approach would be to focus on select programme areas. Another delegation expressed concern over the compliance with the evaluation plans included in the draft CPDs, in particular with regard to the worsening trend in compliance with decentralized evaluations. The delegation urged UNDP to ensure that gender specialists were engaged during the development stage of the country programmes and that accountability mechanisms were enhanced to ensure quality at the time of entry.

45. On the draft CCPDs for the United Republic of Tanzania and Albania, another delegation, who also spoke on behalf of a number of delegations, requested an update on whether and when the results of the lessons learned would be presented to the Executive Board, and an indication of the progress being made on independent evaluations, as well as on the review of the management and accountability system. The delegation further stressed the need to identify the institutional bottlenecks faced by the United Nations country teams and outlined how the Executive Boards of the relevant agencies could assist in moving that process forward.

46. The Executive Board took note of the one-year extensions of the country programmes for Egypt, Guinea, Haiti, Mauritius, Moldova, Tunisia and the United Arab Emirates. The Board approved the second one-year extension of the country programme for South Africa and the two-year extensions of the country programmes for Croatia, Madagascar and Paraguay.

47. The Executive Board took note of the comments made regarding the 22 draft country programmes for: (Africa region) Chad, Ethiopia, Gabon, Ghana, Mauritania, Sao Tome and Principe, Senegal, Seychelles and Zimbabwe; (Arab region) Bahrain, Morocco and Saudi Arabia; (Asia and the Pacific region) Bangladesh, Mongolia and the Philippines; (Eastern Europe and Commonwealth of Independent States) Kyrgyzstan, Montenegro and Ukraine; and (Latin America and the Caribbean region) El Salvador, Honduras, Jamaica, and Trinidad and Tobago.

48. The Executive Board further took note of comments made regarding the draft CCPD for Albania and the draft subregional programme document for Barbados and the Organisation of Eastern Caribbean States.

49. The Executive Board, in accordance with Executive Board decisions 2001/11 and 2006/36, approved the CCPD for the United Republic of Tanzania that was presented on an exceptional basis at the first regular session 2011.

Midterm review of the UNDP global programme, 2009-2013

50. The Associate Administrator introduced the item. The Assistant Administrator and Director, Bureau for Development Policy, introduced the report on the midterm review of the UNDP global programme, 2009-2013 (DP/2011/27), presenting the findings of the midterm review of the global programme and the proposed ways forward.

51. There were no comments from delegations.

52. The Executive Board adopted decision 2011/18 on the midterm review of the UNDP global programme.

VII. United Nations Capital Development Fund

53. The Associate Administrator introduced the item, commending the results achieved by the United Nations Capital Development Fund (UNCDF) in 2010 before providing a short introduction on the work of UNCDF and its partnership with UNDP. The Executive Secretary of UNCDF presented the report on results achieved by UNCDF in 2010, including a progress report on the implementation of the strategic partnership between UNCDF and UNDP.

54. Delegations commended the strong performance of UNCDF, particularly at the country level, and welcomed the continued expansion of its activities, which illustrate the growing confidence the fund enjoys. However, a number of delegations expressed concern over the decreasing level of core resources and encouraged UNCDF to broaden its donor base to ensure a more stable and predictable funding base.

55. One delegation, who spoke on behalf of the least developed countries (LDCs), was encouraged that UNCDF had made significant contributions towards the achievement of the Millennium Development Goals (MDGs) in the LDCs. The delegation hoped to see UNCDF in the future focus on increasing the coverage of its activities, in particular microfinance and local development programmes, at the country level in all the LDCs. That delegation further requested UNCDF to mainstream the relevant provisions and principles of the Istanbul Programme of Action on the LDCs and thanked UNCDF for organizing two side events during the Fourth United Nations Conference on the LDCs.

56. One delegation commended UNCDF for its extensive framework for measuring results and for commissioning nine full evaluations of its programmes as well as an external review of its microfinance portfolio in 2010. Another delegation welcomed the strategic partnership between UNCDF and UNDP which had become closer in recent years. The delegation further noted that almost all of the country programmes of UNCDF were undertaken jointly with UNDP.

57. The Executive Secretary thanked delegations for their generous remarks and comments and said that there would be challenges to expanding UNCDF coverage to more LDCs without increased financing. The Associate Administrator commended the Executive Secretary's leadership and reaffirmed commitment of UNDP to strengthening its work with UNCDF so as to achieve transformational change.

58. The Executive Board adopted decision 2011/19 on the report on results achieved by UNCDF in 2010 (DP/2011/28).

VIII. United Nations Volunteers

59. The Associate Administrator introduced the item on the planning for the tenth anniversary of the International Year of Volunteers and the fortieth anniversary of United Nations Volunteers (UNV) programme and noted the positive achievements made by the organization over the past 40 years. The Executive Coordinator of UNV elaborated on the work of UNV and provided an update on the various initiatives undertaken in preparation for the International Year of Volunteers in accordance with General Assembly resolution 63/153. She further paid tribute to those United Nations Volunteers whose lives were lost earlier in the year.

60. Delegations commended the work of UNV in promoting peace, stability and ownership of development, applauding the contributions and hard work by the United Nations Volunteers around the world. The delegations said that, in celebrating the tenth anniversary of the International Year of Volunteers, they looked forward to further promoting the values of volunteerism, building and reinforcing volunteer networks and contributing to the achievement of the MDGs.

61. One delegation said that the tenth anniversary of the International Year of Volunteers should be viewed as a good opportunity to review and take stock of the movement and contribution of efforts made by volunteers and added that the volunteers should enjoy the same level of functional immunity that international experts enjoy. Another delegation, in illustrating the importance of volunteerism and its role in local development activities worldwide, looked forward to the first *State of the World's Volunteerism Report*, which was being prepared by UNV.

62. A number of delegations related the UNV programme to volunteer activities ongoing in their respective countries and expressed firm support to the programme objectives of UNV. Some delegations took the opportunity to confirm their financial contributions and called on other countries in a position to do so to also contribute to the Special Voluntary Fund of UNV. Other delegations joined the Executive Coordinator in paying tribute to those whose lives were lost earlier in the year while on duty.

63. The Executive Coordinator thanked delegations for their comments and observations, and emphasized the importance of recognizing the contributions made by the volunteers. As these volunteers operate in challenging and at times under dangerous

circumstances, she said it was essential to grant them security as well as the same level of functional immunity extended to other United Nations personnel. She further expressed her thanks for the continued support of various partners and said that UNV would continue to remain committed to promoting volunteerism and to offering volunteer opportunities so as to ensure the broadest possible representation based on geography and gender.

64. The Executive Board adopted decision 2011/20 on the planning for the tenth anniversary of the International Year of Volunteers and the fortieth anniversary of United Nations Volunteers.

UNOPS segment

IX. Statement by the Executive Director and annual report of the Executive Director

65. The Executive Director of UNOPS introduced the annual report and presented the progress made in the implementation of the strategic plan, 2010-2013, highlighting the UNOPS contribution to the work of the United Nations and its partners to deliver tangible benefits to people in need. He provided a summary of UNOPS performance in 2010, including the delivery of $1.27 billion in project services and the successful cleaning up and improving of business practices, which led to an unqualified audit for the biennium 2008-2009, and to operational achievements on the ground in a number of countries. In presenting the continued efforts of UNOPS to strengthen the efficiency and the quality of the services it offers, the Executive Director highlighted the certification UNOPS had recently received. He further stated that the results of the implementation of the comprehensive recognition, rewards and sanctions policy would be included in the 2011 annual report to the Executive Board.

66. Many delegations thanked the Executive Director for his presentation of the annual report and highlighted the positive achievement made by UNOPS over the past years. In this regard, they commended the UNOPS management for its leadership to ensure the financial stability of the organization.

67. One delegation, recalling earlier discussions of the UNOPS audit, investigations and ethics reports, encouraged the management to continue to support these relatively new audit and ethics functions so that they could effectively carry out their mandates. That delegation further encouraged UNOPS to help developing countries to build not only their technical capacities, but also institutional capacities to foster sustainability. Another delegation observed that UNOPS continued to respond to the increasing demand for national capacity-building, including management advisory services, within the context of its mandate and core competencies.

68. In noting with satisfaction that UNOPS did more with less in 2010, one delegation hoped that UNOPS efforts would be seen as a model for other United Nations organizations to follow, and looked forward to seeing UNOPS push forward the United Nations coherence agenda as an important member of United Nations country teams. Another delegation encouraged UNOPS to continue to provide high-quality and speedy service while also looking into the possibility of increasing purchases from developing countries.

69. A delegation stated that it looked forward to the discussion on the UNOPS biennial support budget during the upcoming second regular session of the Executive Board. While recognizing the success achieved in 2010, another delegation encouraged UNOPS to explore more opportunities for cost-effective performance and report the results to the Executive Board.

70. The Executive Director thanked the delegations for their words of encouragement and guidance and assured delegations that UNOPS planned to carefully review the comments made, including comments related to the expectations placed on UNOPS to share its good management practice with other organizations of the United Nations system. Further, he said that UNOPS would continue to engage in building national capacities and core competencies within its mandate.

71. The Executive Board adopted decision 2011/21 on the annual report of the Executive Director, UNOPS.

Joint segment

X. Internal audit and oversight

72. The Director, Office of Audit and Investigations (OAI), UNDP, the Director, Division for Oversight Services (DOS), UNFPA, and the Director, Internal Audit and Investigations Group (IAIG), UNOPS, introduced the respective annual reports (DP/2011/29; DP/FPA/2011/5; and DP/OPS/2011/2) on internal audit and oversight activities.

73. The introductions of the annual reports were followed by separate management responses presented by the UNDP Assistant Administrator and Director, Bureau of Management, the UNFPA Executive Director, and the UNOPS Deputy Executive Director.

74. Delegations thanked UNDP OAI, UNFPA DOS, and UNOPS IAIG for the informative and thought-provoking annual reports. They were appreciative of the management responses and reports by the audit advisory committees. Delegations commented on issues that were common to UNDP, UNFPA and UNOPS, as well as those specific to each of the three organizations. They were encouraged that the senior management of the three organizations were taking audit findings and recommendations seriously and were investing organizational efforts to address the shortcomings in a timely and rigorous manner. Some commended UNDP and UNFPA for having accelerated their efforts to effectively address audit recommendations that were older than 18 months. However, several other delegations expressed concern over the staffing situation of units responsible for the oversight function, and requested improved reporting on cases of fraud and presumptive fraud on a regular basis, either in the annual reports on internal audit and oversight activities or in the management responses.

UNDP

75. A number of delegations noted that the percentage of country offices rated as "satisfactory" decreased from 39 per cent to 25 per cent, while the percentage of country offices rated as "unsatisfactory" remained at the same level as 2009. In expressing concern regarding this trend, they requested to hear from UNDP management on the assumed causes, including systemic weaknesses, of the unsatisfactory rating.

76. On a similar note, some delegations noted that 22 per cent of audit recommendations were related to the procurement function at country offices and looked forward to a dialogue in the future on how UNDP would tackle the recommendations. They were also interested in hearing more about UNDP preparedness for the introduction of the International Public Sector Accounting Standards (IPSAS) in 2012, including the IPSAS readiness dashboard.

77. Some other delegations encouraged OAI to continue consultations with other United Nations organizations with a view to exploring the possibility of a joint approach to auditing joint programmes. With reference to the annual report of the UNDP Audit Advisory Committee (AAC) for the calendar year 2010, one delegation, speaking also on behalf of several other delegations, commented on the lack of follow-up on various aspects of the harmonized approach to cash transfers (HACT) modality and requested further elaboration in this regard.

78. Another delegation welcomed the revisions made to the OAI Charter, and requested the Administrator to provide the Executive Board with an annotated appendix to indicate the changes made along with the reasons for those changes.

79. The Director, OAI, responded to the comments related to: the audit recommendation with regard to the procurement function at country offices; the shift in audit ratings; the Delivering as One audit approach; and investigation in general. He explained that while a sharp decrease in "satisfactory" ratings would be of concern, it should be understood that audit ratings fluctuate and should not be seen as a trend but the result of more thorough auditing. Further, he explained that UNDP currently provided a consolidated audit summary but would need to move to a joint auditing approach and that all investigations, regardless of the seriousness of the allegations, require due process.

80. The Assistant Administrator and Director, Bureau of Management, explained the approaches taken by UNDP to address the systematic weaknesses in the functional and policy areas and said that measures related to risk mitigation and accountability policy were being taken. The Deputy Assistant Administrator and Deputy Director, Bureau of Management, further clarified the reason for the shift in the audit ratings and explained that only one country office received the same unsatisfactory rating.

81. The chair of the UNDP AAC expressed appreciation for the timely and comprehensive reaction by UNDP in responding to the management response. With reference to the comment related to the HACT, she clarified that the annual report did not intend to imply that the HACT modality inherently had lower assurance levels than the non-governmental organizations and national implementation (NIM) audits. Rather, there was the danger of lower assurance levels if all HACT processes and procedures were not observed. One of the HACT audits had shown some deficiencies in observing all the safeguards, thus the observation regarding risk if these were not followed.

UNFPA

82. Several delegations commended the new format of the report and the concrete recommendations that it contained. They requested that future management responses should contain more detail about the measures being taken to address audit recommendations, including expected time frames for implementation. They were pleased with the level of transparency of UNFPA in handling investigation cases.

83. A number of delegations welcomed the positive news on the filling of vacant posts in DOS and stressed that all staff should have the necessary skills and competencies to carry out their work. They welcomed the Executive Director's plan to enhance learning and development to ensure that skills and competencies were better aligned so that staff could carry out their duties effectively.

84. Some delegations expressed concern that the issues responsible for a qualified audit opinion by the Board of Auditors on the 2008-2009 financial statements and the recurring audit issues had not been adequately dealt with and still faced structural and systemic challenges. They expressed support for the Executive Director's efforts in addressing these issues.

85. Some delegations expressed concern about the increased financial exposure and deterioration in national execution audits; the number of unsatisfactory ratings; continued challenges in programme monitoring and evaluation; a lack of clarity among staff on the respective roles of headquarters units, regional and country offices; and the disparate nature of some management initiatives. The delegations encouraged UNFPA to integrate further efforts, including in the business plan, to institutionalize systems for controls, including appropriate support to country offices and oversight systems, within the context of an enterprise risk-management strategy that prioritized areas of higher risk.

86. Noting the DOS report's conclusion that fundamental change was needed in country office operations to prevent the recurrence of audit issues, a number of delegations welcomed the personal intervention of the Executive Director in chairing the audit monitoring committee and his assurance that this was a priority area for UNFPA. While appreciating the various measures undertaken by management to address audit recommendations and noting that time would be required to demonstrate impact, they expressed concern about the possibility of another qualified audit. Several delegations commended UNFPA for speeding up addressing audit recommendations that were older than 18 months.

87. A number of delegations welcomed the report of the UNFPA Audit Advisory Committee (AAC) and asked the AAC representative to set out the top three priorities for UNFPA and to provide a view on management's ability to tackle issues as management had set out. Some delegations invited the Executive Director to set priorities in addressing the internal auditor's recommendations and to present a plan of action with clear measures and timelines. They suggested that progress be presented and reviewed by the Executive Board at regular intervals.

88. The Executive Director underscored that UNFPA took audit issues seriously and was addressing them through the midterm review (MTR) of the strategic plan and/or the business plan. He was confident that the Executive Board members would be satisfied with the steps taken by UNFPA. He noted various measures under way to reduce the Fund's risk exposure, including sharpening the Fund's strategic focus; reviewing the engagement with implementing partners; and decreasing the number of programme outputs. He reiterated that UNFPA was fully committed to transparency and accountability.

89. The Director, DOS, noted that the number of staff in the Investigations Branch had increased. Regarding the issue of fraud, he stated that UNFPA had purchased software that would enable continuous monitoring. Concerning "unsatisfactory" ratings, he

pointed out that it was important to take into account the fact that UNFPA relied on a risk model and specifically audited units that had the highest risks. Thus, the likelihood of "unsatisfactory" ratings was inevitable. However, there were some systemic deficiencies and as noted by the Executive Director those were being addressed through the MTR and the business plan.

90. The UNFPA AAC representative, in responding to a query, noted that the priority for UNFPA was strategically integrating risk management and programme/project management. She stated that many of the issues facing UNFPA could be addressed by incorporating the risk management plan in the business plan.

UNOPS

91. Delegations welcomed the unqualified audit opinion UNOPS received and commended IAIG for performing a dedicated investigations function. However, they also made comments on areas that required improvement and requested additional information on the financial implications of audit findings, as well as on how the IAIG has been tackling the 170 per cent increase in received complaints from 2009 to 2010.

92. In noting the sharp drop in the total number of recommendations and in the number of recommendations of high priority from 2008 to 2009 that had been strongly reversed in 2010, a number of delegations requested further information on the causes of the fluctuations. They further urged UNOPS to intensify its efforts to implement long-standing audit recommendations.

93. One delegation encouraged UNOPS management to ensure that the IAIG was equipped with the resources to carry out its mandate and to consult with the Executive Board on significant developments that affect the work of IAIG.

94. The Director, IAIG, in responding to the comment on the increase in received complaints, said that UNOPS made efforts to prevent cases from becoming harassment cases. This was done through the ombudsman and mediation processes. She said that UNOPS would keep members of the Executive Board abreast of the developments in the cases related to fraud and corruption, as UNOPS was currently relying on the body of knowledge available to the United Nations system organizations. With regard to the comments on the need for more human resources given the sharp increase in the number of cases, she said that UNOPS management would need to consider the matter in the context of its budget and the current number of auditors.

95. The Executive Board adopted decision 2011/22: Reports of UNDP, UNFPA and UNOPS on internal audit and oversight activities in 2010.

Responding to the emerging demand for greater information disclosure of internal audit reports

96. The Administrator of UNDP introduced the item, underscoring the urgency of the need for UNDP to demonstrate its commitment to ensuring transparency and accountability. She further stated that UNDP may risk erosion of trust and of funding from its institutional donors if unable to grant them access to the internal audit reports. The Director, OAI, UNDP, presented the report on responding to the emerging demand for greater information disclosure of internal audit reports (DP-FPA-OPS/2011/1) on behalf of UNDP, UNFPA and UNOPS.

97. The Executive Director of the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund), in noting the critical working relations between the Global Fund and UNDP, communicated the increasing concern of the Global Fund Board regarding the current level of management access to the internal audit reports. While expressing the belief that the options presented were a significant step forward, the Executive Director further requested the Executive Board to provide room for flexibility.

98. Many delegations welcomed the opportunity to discuss options for responding to the emerging demand for greater information disclosure of internal audit reports. In stressing the importance of strengthening the transparency and openness of the organizations, these delegations expressed explicit support for the disclosure of project- and programme-related internal audit reports to institutional donors, irrespective of the size of their contributions, the same level of access enjoyed by Member States, provided that confidentiality requirements would be maintained. With regard to simplification of procedures, the delegations suggested exploring the possibility of a secure technological solution for unclassified documents, and requested the three organizations to present a joint proposal for the remote viewing of internal audit reports at the 2011 second regular session of the Executive Board. They also expressed their view on the administration of a new disclosure policy, stating that the responsibility should remain within the oversight units of the respective organizations.

99. One delegation assessed the disclosure of internal audit reports to be an essential first step towards establishing a broader culture of transparency and accountability within the organizations. Another delegation, in emphasizing the importance of the non-politicized use of funds, cautioned against the premature discussion of the item without sufficient information provided on the implications of the options presented. That delegation stressed that, in any case, it would be unacceptable to grant non-State entities the same level of access to internal audit reports as was granted to Member States.

100. The UNDP Administrator, the UNFPA Executive Director and the UNOPS Executive Director expressed their full support for transparency and greater information disclosure of internal audit reports. The UNDP Administrator reiterated the gravity of the issue and explained the potential consequences of not responding to the emerging demand for greater information disclosure of the internal audit reports.

101. The Executive Board adopted decision 2011/23: Responding to the emerging demand for greater information disclosure of internal audit reports.

102. Following the adoption of decision 2011/23, one delegation took the floor and explained why its Government had joined the consensus that allowed non-State donors, specifically intergovernmental organizations and the Global Fund to Fight AIDS, Tuberculosis and Malaria, to access the internal audit reports of projects and programmes to which they were contributing financially.

XI. Reports of UNDP, UNFPA and UNOPS Ethics Offices

103. The Director, UNDP Ethics Office, the Ethics Adviser, UNFPA Ethics Office, and the General Counsel, UNOPS, introduced the reports of the Ethics Offices of their respective organizations (DP/2011/30; DP/FPA/2011/6; and DP/OPS/2011/3).

104. Two delegations took the floor. In welcoming the reports of the Ethics Offices of UNDP, UNFPA and UNOPS, one delegation underscored its strong support for the

Ethics Offices and welcomed their collective effort to contribute to a culture of integrity and accountability within the United Nations system. The delegation underscored its strong support for the financial disclosure programme as a vital tool for avoiding conflicts of interest among staff. The delegation was pleased to see compliance rates of 99 per cent at UNDP, 100 per cent at UNFPA, and 95 per cent at UNOPS.

105. In calling for meaningful future reporting, the delegation asked for the inclusion of information on the number of cases that required divestiture of financial holdings or other remedial action. The delegation urged the three organizations to make publicly available the disclosure statements of senior officials in order to enhance transparency. Furthermore, the delegation recommended that UNDP, UNFPA and UNOPS standardize their reporting regarding whistle-blower protection and seek guidance from the chair of the United Nations Ethics Committee (UNEC) on the treatment of complaints of retaliation.

106. Another delegation highlighted the importance of establishing strong ethics functions within the three organizations to keep the organizations healthy, so they could better serve the needs of developing countries. That delegation encouraged the management of the three organizations to further ensure the institutionalization of the ethics function.

107. The Director, UNDP Ethics Office, acknowledged the need to include the actual number of remedial actions taken related to financial disclosure and said that in future reports relevant statistics would be included. The General Counsel of UNOPS, while expressing his support for public financial disclosure, said that the issue of voluntary disclosure would need to be taken to the United Nations Ethics Office.

108. The UNFPA Ethics Adviser thanked the delegations for their comments and support. She concurred with the response of UNDP and also noted that UNFPA would continue to harmonize with the other organizations within the UNEC framework.

109. The Executive Board adopted decision 2011/24: Reports of the ethics offices of UNDP, UNFPA and UNOPS.

XII. Field visits

110. The team leaders of the joint field visit to the Republic of the Philippines, and the field visits to Panama and Uruguay introduced the item. The rapporteurs of the field visits presented their respective reports (DP-FPA/2011/CRP.1 and Corrigendum; DP/2011/CRP.2-DP/FPA/2011/CRP.1; DP/2011/CRP.3-DP/FPA/2011/CRP.2), highlighting the key findings and recommendations.

111. One delegation, while recognizing the success of the field visits, requested the Executive Board secretariat to provide information about the total costs of organizing the field visits, in particular travel-related costs.

112. The Executive Board took note of the three reports on the field visits to the Philippines, Panama and Uruguay.

UNFPA segment

XIII. Statement by the Executive Director and annual report of the Executive Director

113. The Executive Director, in his statement to the Executive Board (available at http://www.unfpa.org/public/home/news/pid/7763), reported on the progress achieved in implementing the strategic plan during the past three years and highlighted plans to make UNFPA a more focused and effective organization. He noted that various processes were under way to strengthen the organization, including the midterm review (MTR) of the strategic plan and the development of an internal business plan.

114. Delegations thanked the Executive Director for his thoughtful statement. They appreciated his leadership in reassessing the organization's strategic priorities and the transparent and inclusive MTR process. Numerous delegations underscored that the Programme of Action of the International Conference on Population and Development (ICPD) should be the core of the work of UNFPA, including in the areas of population and development, reproductive health and rights, and gender equality. Delegations stressed the need to protect the ICPD consensus. They emphasized the importance of the human rights-based approach in UNFPA work. Observing the merit in sharpening the focus of the Fund's strategic direction, delegations stated that all possible entry points should be preserved in order to strengthen collaboration with stakeholders and development partners. Noting that progress on Millennium Development Goal (MDG) 5 was lagging behind, delegations underscored the key role of UNFPA in assisting countries in making progress on MDG 5. The importance of data for development, strengthening national data systems and capacity-building were emphasized. UNFPA was urged to maintain its culturally sensitive approach to programming. Delegations cited the key role of UNFPA in supporting South-South cooperation.

115. Delegations welcomed the Executive Director's focus on adolescents and youth and underscored the need to invest in young people, including the provision of information, education and youth-friendly services. One delegation proposed holding a discussion at a future session on the work of United Nations entities on youth to promote joint action. The Fund's work in emergency/humanitarian settings was welcomed and some delegations encouraged UNFPA to strengthen its coordination mechanisms and capacities and those of its partners to prevent and respond to gender-based violence. UNFPA support to countries in their 2010 census was appreciated. One delegation requested a review/discussion annually on the Fund's humanitarian activities.

116. Several delegations referred to the Fourth United Nations Conference on the Least Developed Countries and stressed the need to accelerate progress in the least developed countries (LDCs) in order to meet the MDGs by 2015. One delegation, on behalf of the LDC group, expressed appreciation for the Executive Director's support. Underscoring the formidable challenges LDCs faced in meeting the MDG target on universal access to reproductive health, including family planning, the delegation expressed confidence that UNFPA would give priority attention to the LDCs.

117. The role of skilled birth attendants, in particular midwives, was acknowledged as crucial in addressing maternal and newborn mortality and morbidity. One delegation announced a new initiative to scale up national midwifery plans and increase the percentage of births attended by skilled birth attendants. The delegation stated that it

would collaborate closely with UNFPA. Another delegation announced a new national scheme that would provide free services to pregnant women in rural and urban areas.

118. Delegations welcomed the Executive Director's emphasis on accountability as a top priority for UNFPA. They urged UNFPA to focus enhanced attention to national execution, financial management, audit compliance, evaluation, and evidence-based programming and decision-making. Regarding reporting on results, some delegations underscored the need to delineate lessons learned and challenges encountered and overcome. Delegations appreciated the contributions of UNFPA to United Nations reform, including Delivering as One. Several delegations noted the need for UNFPA collaboration with UN-Women to ensure a coordinated and complementary approach on gender equality.

119. Numerous delegations emphasized the Fund's need for increased and predictable financial resources to assist countries in implementing the ICPD agenda and achieving the MDGs. UNFPA was encouraged to strive for greater efficiencies and effectiveness to leverage resources. The delegation of the United Kingdom of Great Britain and Northern Ireland announced that it would maintain its core funding at the current level of 20 million pounds per year for the next two years. The delegation underscored that future funding would depend on three critical areas: improved delivery and impact of programmes at the country level; enhanced results-based management (RBM); and improved financial management, including audit compliance. Other delegations, including Estonia, Finland, Ireland, Netherlands and New Zealand also referred to their core contributions to UNFPA. The delegation of Japan expressed its deep gratitude for the sympathy demonstrated by UNFPA and its staff in the wake of the recent earthquake in Japan. The delegation noted that despite the current situation its Government would honour its financial commitment to UNFPA.

120. Several delegations expressed concern that a significant number of UNFPA senior professional staff would retire during the period 2011-2015. Emphasizing that new staff should have the requisite training/expertise, they called on the Executive Director to maintain geographical balance and gender equity. One delegation requested information on the units that would be affected by the upcoming retirements.

121. The Executive Director thanked delegations for their support and underscored that UNFPA was committed to improving programme delivery, RBM, efficiency, transparency and accountability, including a focus on financial management and audit compliance. He concurred with the need for flexibility and the recognition that no one size fits all. He welcomed the support for the MTR and agreed that demonstrating results was critical. He noted that UNFPA had already taken significant steps to sharpen and simplify the results framework. He assured countries that focusing on women, girls and youth did not mean that UNFPA would not work with countries to address their needs in the areas of population and development, gender equality and reproductive health. He welcomed the suggestion to hold a discussion on youth at a future Executive Board session. He underscored that UNFPA was committed to addressing the needs of LDCs and to following up on the Istanbul Programme of Action. He stated that UNFPA was also committed to addressing the needs of middle-income countries.

122. The Executive Director appreciated the generous contributions from Member States and urged countries to make multi-year commitments. He noted that the draft biennial budget would be available later in the year and assured the Executive Board that UNFPA was efficiently managing both total costs and total income. He noted that the internal business plan would focus on staff training, induction and succession planning.

123. The Executive Board adopted decision 2011/25 on the report of the Executive Director for 2010.

XIV. Funding commitments to UNFPA

124. The Chief, Resource Mobilization Branch (RMB), introduced the Report on contributions by Member States and others to UNFPA and revenue projections for 2011 and future years (DP/FPA/2011/4), and provided an update on the funding situation. He noted that, as of 1 June 2011, the UNFPA revenue forecast estimate for contributions to regular resources was approximately $455.6 million for 2011, i.e., substantially higher than the $444.2 million that had been projected when the report was finalized in March 2011. The revenue forecast estimate for other resources (co-financing) was $270 million for 2011. Emphasizing that regular resources were the bedrock of UNFPA operations, he stressed that adequate, consistent and predictable financial resources were needed now more than ever.

125. In a joint statement, numerous delegations noted that they agreed with the main conclusion of the report that a stable base of regular resources was critical to enable UNFPA to support countries in implementing the ICPD Programme of Action. They underscored that they gave priority to regular resources in their contributions to the Fund because core funding was the bedrock of all UNFPA work. They added that other resources represented an important supplement to the Fund's regular resource base. They welcomed a stronger participation from new and emerging economies and stressed the need to expand the list of significant donors to UNFPA.

126. The delegations encouraged UNFPA to further improve its financial and operational management, and emphasized that such improvement combined with effective and evidence-based programming would be important for attracting both regular and other resources. Noting that organizations would need to "do more with less" in the current global environment, they welcomed the Executive Director's efforts to make UNFPA deliver more efficiently and demonstrate results. The delegations underscored that this would be decisive for the Fund's ability to mobilize resources.

127. The Executive Director thanked the delegations for their observations regarding UNFPA efforts to improve its financial base. He underscored that accountability and transparency would be UNFPA watchwords and UNFPA would strive to "get more from less".

128. The Executive Board adopted decision 2011/26: Report on contributions by Member States and others, and revenue projections for 2011 and future years.

XV. UNFPA country programmes and related matters

129. At the outset, the Executive Board approved the agency component of the common country programme document for the United Republic of Tanzania, which the Board had reviewed earlier at the first regular session 2011.

130. The UNFPA Deputy Executive Director (Programme) provided an overview of the 18 draft country programme documents (CPDs) submitted to the Executive Board for review: for Africa – Ethiopia, Gabon, Ghana, Mauritania, Sao Tome and Principe, Senegal and Zimbabwe; for Arab States – Morocco; for Asia and the Pacific – Bangladesh, Lao People's Democratic Republic, Mongolia and the Philippines; for Eastern Europe and Central Asia – Albania, Kyrgyzstan and Ukraine; and for Latin

America and the Caribbean – El Salvador, multi-country programme document for the English-speaking and Dutch-speaking Caribbean countries, and Honduras. She also introduced the programme extensions for Guinea, South Africa, Madagascar, Tunisia, Republic of Moldova, Haiti and Paraguay. Next, the UNFPA Regional Directors for Africa; Arab States; Asia and the Pacific; Eastern Europe and Central Asia; and Latin America and the Caribbean elaborated on the programmes from their respective regions.

131. Delegations appreciated that the draft CPDs had been developed in close consultation with the respective Governments and development partners, and were well aligned with national plans and priorities. In noting their cooperation over decades with UNFPA, numerous delegations underscored that the programmes responded to the specific country context. The importance of capacity-building in the areas of sexual and reproductive health and reproductive rights, population and development, and gender equality was stressed. Some delegations, noting an increasingly constrained financial and economic environment, encouraged UNFPA to enhance and expand its engagement with other development partners, including the United States Agency for International Development, UNICEF and WHO. In this connection, some delegations emphasized the need to identify gaps and avoid duplication.

132. Some delegations called on UNFPA to strengthen programme focus and increase synergies in order to help optimize development results. It was noted that in some of the draft CPDs the expected results and indicators were too ambitious and not realistic, given the limited resources. UNFPA was asked by delegations to give particular attention to addressing the needs of young people and poor and disadvantaged population groups, including indigenous people. The importance of utilizing gender-sensitive and rights-based approaches was emphasized. Delegations commended the important role played by UNFPA in advocating for the increased status of midwives and promoting births with skilled attendants. Delegations also made comments and raised queries on specific draft CPDs. The following delegations thanked the Executive Board and UNFPA regarding their country programmes and appreciated the Fund's support: Albania, Antigua and Barbuda (on behalf of 14 Member States of the Caribbean Community), Bangladesh, Ethiopia, Honduras, Mongolia, Morocco, Philippines, Sao Tome and Principe, South Africa, Ukraine and the United Republic of Tanzania.

133. The Directors of the UNFPA regional offices thanked the delegations for their comments and support. They assured the Executive Board that in accordance with decision 2006/36 the comments on the draft CPDs would be conveyed to the concerned countries to take into account in finalizing the CPDs.

134. The Executive Board approved the programme extensions for Madagascar, Paraguay and South Africa, and took note of the programme extensions for Guinea, Tunisia, Republic of Moldova and Haiti. In addition, the Board took note of the following 18 draft CPDs and the comments thereon: Ethiopia, Gabon, Ghana, Mauritania, Sao Tome and Principe, Senegal, Zimbabwe, Morocco, Bangladesh, Lao People's Democratic Republic, Mongolia, Philippines, Albania, Kyrgyzstan, Ukraine, El Salvador, multi-country programme document for the English-speaking and Dutch-speaking Caribbean countries, and Honduras.

XVI. Midterm review of the strategic plan

135. The Executive Director introduced the agenda item. The Deputy Executive Director (Programme) presented the progress and challenges in implementing the

strategic plan, 2008-2013. The Director, Programme Division, made a presentation on the accountability for results: sharpening the measurement system.

136. Numerous delegations appreciated the inclusive, transparent and consultative approach that UNFPA had adopted for the ongoing MTR of the strategic plan, 2008-2013. They underscored the importance of ensuring that all UNFPA partners were fully committed to the changes needed to make the Fund more effective. They welcomed the development of a business plan that would clearly outline the necessary actions to deliver on UNFPA strategic and operational priorities. Delegations pointed out that strengthened results and impact at the country level would be the basis for assessing the Fund's effectiveness. They encouraged UNFPA to strengthen synergies with other development partners.

137. Several delegations applauded the Executive Director's decision to sharpen the Fund's focus on its core mandate. They underscored that it was vital for UNFPA to remain a champion of reproductive health and rights and to lead the global effort to accelerate progress in achieving the ICPD goals and the MDG targets to reduce maternal mortality and provide universal access to reproductive health, including family planning. They observed that family planning and a focus on young people, including adolescent girls, were central to the Fund's mandate and to achieving the MDGs. They noted that UNFPA work on sexual and reproductive health (SRH) and reproductive rights came the closest to attaining operational results which made a difference in the lives of disadvantaged population groups, in particular women and youth.

138. Numerous delegations stated that humanitarian assistance should continue to be an important aspect of UNFPA work. The Fund's role was unique in combating gender-based violence and ensuring that women could give birth during natural disasters and in conflict situations. A number of delegations urged UNFPA to continue to be a humanitarian actor in its own right, in addition to the policy and protection sub-cluster coordination role.

139. Delegations welcomed UNFPA efforts to further reduce the sexual transmission of HIV and promote better integration of prevention of mother-to-child transmission (PMTCT) and SRH and family planning programmes in cooperation with UNAIDS and H4+ partners. With the establishment of UN-Women, some delegations noted that UNFPA would need to revisit its role in the area of gender equality and the empowerment of women. They stated that UNFPA should continue its work to promote gender equality and the empowerment of women, but focus on gender issues that relate to SRH and reproductive rights.

140. Some delegations noted that the fragmentation across multiple dimensions of the Fund's work diffused its impact and created significant management complexity and risk. They encouraged UNFPA to strengthen the focus of the strategic plan and reduce the number of programme areas, by reducing the number of outcomes and outputs. A stronger focus and the reduction of outcomes would allow optimal use of the available financial and human resources and increase efficiency, effectiveness and impact. They supported UNFPA efforts to improve monitoring and evaluation systems and enhance data quality and stressed that telling the story about development impact was critical to securing further political and financial support.

141. Several delegations noted that UNFPA, like other organizations, could not do everything everywhere. Given the limited financial and human resources available, UNFPA had to make tough strategic decisions on what to prioritize. In order for UNFPA

to deliver and report on results, it should focus on areas where it had a comparative advantage and added value in line with its responsibility to support the implementation of the ICPD Programme of Action, especially in countries where staff and programmes were spread too thin. Some delegations proposed that in addition to taking into account the comparative advantages of UNFPA, the choices should be made on the basis of a differentiated analysis of the specific needs and contexts of countries.

142. Regarding the need to improve the Fund's performance measurement and reporting on results, several delegations stated that the number of indicators in the strategic plan must be reduced and the link between outcomes and outputs must be strengthened to better demonstrate the Fund's contribution to results. Delegations encouraged UNFPA to implement high-impact practices and strengthen its collaboration with development partners in countries where progress on ICPD goals and MDG 5 targets were not on track. Noting that the main impact of UNFPA was through the work undertaken at country level, delegations noted that in order to work efficiently and deliver tangible results, UNFPA programmes must be adapted specifically to national and local needs and the level of engagement of other actors.

143. The Executive Director thanked delegations for their comments, noting that they had focused on prioritization around young people, particularly girls; SRH and programmes that ensured family planning availability; the importance of gender equality, as well as population dynamics; and taking all of that forward under the ICPD agenda and MDG 5. The Director, Programme Division, appreciated the guidance and support of delegations and noted that UNFPA would share additional indicators at the upcoming informal meeting. Regarding procurement, the Director, Division for Management Services, stated that UNFPA was looking at various areas, including commodities and long-term agreements where the Fund could influence prices.

XVII. Other matters

Other decisions adopted

144. The Executive Board adopted decision 2011/27 on the interim allocation for the UNFPA biennial budget 2012-2013; decision 2011/28 on the least developed countries; and decision 2011/29 on the middle-income countries.

145. Following the adoption of decision 2011/29, a delegation explained the purpose of tabling the decision on the MICs and stressed the need for a more sophisticated means of measuring development.

146. One delegation asked if a thematic discussion on youth could be organized at the second regular session 2011. Another took the floor to thank UNDP, UNFPA and UNOPS for addressing the concerns regarding the language requirements of the Executive Board documents and hoped to see continued cooperation.

Other events

147. The following thematic discussions/consultations took place:

(a) *Joint thematic discussion on the role of the organizations in addressing the development needs of middle-income countries.* The Chair, United Nations Development Group of Latin America, and the Chair, United Nations Development Group of Europe and Central Asia, gave presentations on the development needs of MICs in the respective

regions. The Secretary of the Presidency of Uruguay spoke of the role of the United Nations in MICs. The representative of the Republic of Namibia shared the experiences of the African countries, including those of Namibia, on issues related to MICs.

(b) *Joint thematic discussion on environment and climate change: three agencies role at the national level.* The UNDP Assistant Administrator and Director, Bureau for Development Policy, gave a presentation on behalf of UNDP, UNFPA and UNOPS on the role of the three organizations in developing countries. The representative of Burkina Faso shared his country's experience participating in the Africa Adaptation Programme, while also noting the negative effect of climate change on the development of his country. The UNFPA Director, Technical Division, made a presentation on UNFPA work on population, environment and climate change, observing that UNFPA was the only organization with a mandate to focus on population issues. The UNOPS Director, Regional Bureau for Latin America and the Caribbean, presented the UNOPS contributions to addressing climate change at the national and regional levels. It was followed by a short video presentation on the Small Grants Programme in Barbados.

(c) *Joint thematic discussion on the issues related to the least developed countries in the context of the Fourth United Nations Conference on the LDCs.* The Executive Board Vice-President, Asian and Pacific States, chaired the joint thematic discussion on the issues related to LDCs in the context of the Fourth United Nations Conference on the LDCs. Presentations were made by the Acting Director and Chief, United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States; the Deputy Permanent Representative of Nepal to the United Nations (on behalf of the Chair, LDC group); the Assistant Administrator and Director, Regional Bureau for Africa, UNDP; the Director, Technical Division, UNFPA; and the Regional Director, North America Office, UNOPS.

(d) Informal consultations on the UNDP institutional budget estimates for the biennium 2012-2013, the UNFPA MTR of the strategic plan and the UNOPS biennial support budget, 2012-2013, were held.